

2018 Iowa Balance of State Continuum of Care (CoC) - Youth and Shelter Services, Inc., Mason City Youth Rapid Re-Housing Project

Final New Project Application: Deadline: Wednesday, August 15, 2018, 11:59 PM (LOI due August 1, 2018)

Instructions: Answer the questions below. Include a "Self-Score" as indicated.

APPLICANT NAME AND LOCATION

Organization Name:	Youth and Shelter Services, Inc.		
Project Name:	Mason City Youth Rapid Re-Housing Project		
Type of Project (Permanent Supportive Housing, Rapid re-housing, Joint Transitional Housing & Rapid re-housing, DV Bonus Rapid Re-Housing, or DV Bonus Joint TH-RRH)	Rapid Re-Housing		
Project Name:	Mason City Youth Rapid Re-Housing		
Anticipated Renewal Amount:	\$132,205		
Address:	Street: 420 Kellogg Avenue	City: Ames	Zip: 50010
Primary Contact (w/Email & Phone):	Toby O'Berry, toberry@yss.org, 515-883-2379		
Secondary Contact (w/Email & Phone):	Liz Manion, lmanion@yss.org, 515-233-3141		
Is your agency currently registered in the Federal System for Award Management?:	Circle or Enter: Yes/No: YES	DUNS #:	56505589

THRESHOLD ASSURANCES (required)

Projects MUST meet ALL of these requirements to be eligible for consideration.

Will the project be free of the following barriers to accessing housing and services? Verify that each barrier described will NOT exist:

		Assurances met?	Assurances met?	Threshold Notes
a. Client having too little or no income:	Circle or Enter: <u>Not</u> a barrier	Yes		
b. Client having a criminal record with exceptions for state-mandated restrictions:	Circle or Enter: <u>Not</u> a barrier			
c. Client fleeing domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement):	Circle or Enter: <u>Not</u> a barrier			
d. Client having (or not having) a previous address within Iowa:	Circle or Enter: <u>Not</u> a barrier			
e. Project failing to comply with HUD's 2016 Gender Identity Rule: (https://www.hudexchange.info/resource/1991/equal-access-to-housing-final-rule/)	Circle or Enter: <u>Not</u> a barrier			

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CONTINUUM OF CARE PARTICIPATION (9 points, questions 1-4)

- 1 Local Participation:** Since January 2017, have representatives of your agency attended meetings as part of organizing a Coordinated Services Region (CSR) that includes your local service area OR attended meetings of your organized local planning group? Posted meeting minutes must be able to verify attendance. List meetings below. (1 point for each meeting attended, up to 3 points)

Representative (Name of Individual)	Region or Planning Group	Date Attended	Self-Score (up to 3)	CoC Score (up to 3)	Scoring Notes
Hope Metheny	Two Rivers	3/1/2018	3		
Hope Metheny	Two Rivers	1/4/2018			
Hope Metheny	Two Rivers	12/17/2017			

- 2 ICH Participation:** Since January 2017, have representatives of your agency attended at least three bimonthly meetings of the Iowa Council on Homelessness? Note that anyone can participate in Council meetings even if not a voting member. Posted meeting minutes must verify attendance. (1 point if at least three meetings attended)

Representative (Name of Individual)	Date Attended	Three meetings attended? Circle or enter: YES yes/no.	Self-Score (up to 1)	CoC Score (up to 1)	Scoring Notes
David Hicks	1/19/2018		3		
Hope Metheny	11/17/2017				
Hope Metheny	9/1/2017				

- 3 ICH Committee Participation:** Since January 2017, have representatives of your project attended at least three meetings of one or more Iowa Council on Homelessness committees, including work groups such as the Coordinated Entry Workgroup? Note that anyone can participate in committee meetings even if not a Council member. Posted meeting minutes must verify attendance. (1 point for each meeting attended, up to 3 points)

Representative (Name of Individual)	Committee	Date Attended	Self-Score (up to 3)	CoC Score (up to 3)	Scoring Notes
Hope Metheny	Coordinated Entry & Progressive Engagement	1/16/2018	3		
Hope Metheny	Coordinated Entry & Progressive Engagement	12/19/2017			
Hope Metheny	Coordinated Entry & Progressive Engagement	7/11/2017			

- 4 Other CoC Participation:** Have representatives of your project participated in any of the following activities? Participation records must verify attendance. (1 point for each activity, up to 2 points)

Activity	Representative (Name of Individual)	Self-Score (up to 2)	CoC Score (up to 2)	Scoring Notes
2017 or 2018 HUD Peer-to-Peer Symposium; Symposium planning meeting or 2017 HousingIowa Conference	Katherine Oelfke / Elizabeth Patten			

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Local Unsheltered 2018 Point-in-Time Street Count	County/ies: Boone, Cerro Gordo, Story, Marshall, Polk	Hope Metheny, Katherine Oelfke, Nicolas Determann, David Hicks, Marney Opperman, Samantha Fox, Kevin Ludwig, Kate Polush, John Spinks, Teresa Bowlin	2		
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AGENCY EXPERIENCE (49 points, questions 5-10)

- 5 **Agency History:** Describe the agency's experience in effectively addressing homelessness, including permanent supportive housing and/or supportive services or prevention services for those experiencing or at risk of homelessness. (10 points)

Agency Experience: Youth and Shelter Services, Inc. (YSS) has effectively addressed youth homelessness for over 42 years in central Iowa. Our agency provides supportive assistance, housing support, and prevention services to transition age youth (between the ages of 16-24) in six (6) Central Iowa Communities; Des Moines, Ames, Boone, Marshalltown, Webster City, and Mason City. YSS expanded its services to North Central Iowa through our merger with Francis Lauer Youth Services in 2016. Francis Lauer/YSS has provided emergency shelter and services for homeless youth since 1985. Each year, our services are provided to over 1,200 homeless youth in central Iowa across all our YSS community based centers.	Self-Score (up to 10)	CoC Score (up to 10)	Scoring Notes
<p>Permanent Supportive Housing: YSS has a spectrum of housing options to offer transition age homeless or at-risk youth across all YSS community based centers. These are emergency shelters, transitional housing (both landlord and agency owned), and rapid re-housing units that are specifically designated for homeless youth. Relationship building between staff, youth, and supportive adults is crucial to help program participants' transition into permanent stable housing once they exit our housing programs.</p> <p>Supportive Services: All agency staff at YSS are trained in trauma informed care, harm reduction, and positive youth development best practices when working with homeless youth. At the point of entry into our youth focused programs, all participants are assisted in applying (via computer/online) for all appropriate mainstream community resources that they are qualified to receive. Our staff provides direct, intensive support to make sure youth receive the maximum amount of community resources to help them as they transition into adulthood. Mainstream benefits are important to the well-being of our participants. After the initial online application review/submittal session with our staff, we meet twice a month with each participant to review their current mainstream benefits that they receive, including MEDICAID, to make sure they receive all eligible benefits.</p> <p>YSS has fulltime mental health therapists on staff and based in all of our community based centers that are specifically trained to work with at-risk youth in a therapeutic setting. We have two staff at YSS that are SOAR (SSI/SSDI Outreach, Access, and Recovery) trained. The YSS Rapid Rehousing Youth Advocate hired to lead this program would be SOAR trained within the first 6 months of being hired.</p> <p>Prevention Services: IHYC operates a Street Outreach program that travels the streets of central Iowa to provide street based support for homeless youth. Survival kits are provided to street youth to help them transition to safe housing and provide prevention services to help them quickly resolve their homelessness. YSS operates a Youth Opportunity Center that transition age youth can access on a daily basis to receive basic need items such as food, clothing, access to showers, free laundry, and other prevention services.</p>	10		

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Grant and Fundraising History: Describe the agency's experience in utilizing funds to address homelessness from sources including federal, state, local governments and private funds such as United Way, community foundation and individual donors. (10 points; 2 for each type of source described here)

6

	Self-Score (up to 10)	CoC Score (up to 10)	Scoring Notes
<p>YSS utilizes braided funding by weaving multiple sources of funding from state, federal local, and private streams to support and provide longevity and sustainability to our homeless programs. Federal funding to divert, prevent, or assist homeless youth is provided through competitive multi-year grants including the U.S. Department of Housing and Urban Development (HUD) and the U.S. Department of Health and Human Services (HHS). YSS receives the Basic Center (BCP) grant, Transitional Living (TLP) grant, and Maternity Group Home (MGH) grant from HHS. These three federal grants are utilized to support homeless youth in Iowa. We are the only agency in Iowa to receive all 3 grants simultaneously, State funding sources include the State Emergency Solutions Grant and the Continuum of Care competitive grants from the BOS CoCB and Polk County CoCB. Local government funds are provided by the City of Des Moines to assist homeless youth and families and in support of the YSS Youth Emergency Bed Program in Des Moines. YSS also receives funding through grants provided by other cities (i.e. Ames, Boone, Marshalltown, Mason City), United Way, community foundations, and individual donors to cover costs not covered by state and federal grants including such items as bedding, kitchen and bathroom supplies, college application fees, high school, and/or trade schools fees, vehicle repairs, cost of day care for working parents, supplemental mental health costs, and essential items for youth living on the streets such as blankets, warm coats, toothbrushes, and emergency food.</p> <p>In addition, YSS developed a private annual fundraiser for homeless youth and programs called <i>Reggie's Sleepout</i>. This grassroots event was created in 2001 in memory of Reggie Kelsey. Reggie was a young man who aged out of the Iowa foster care system in 2001, and within three and a half months, was found dead in the Des Moines River. This private donor fundraiser has raised more than \$1.8 million for homeless programs in our communities and helped to publicize the pervasiveness and depth of homelessness in Iowa. We now hold Reggie's Sleepout in Ames as well as in Des Moines and are looking to expand into our other community based centers in the coming years. The \$200,000 generated each year from Reggie's Sleepout (Ames and Des Moines) funds a portion of our homeless youth programming at YSS.</p>	10		

7 Describe your agency's basic organization and management structure as it relates to this proposed project. Include relationship of any sub-contractors: (10 points)

	Self-Score (up to 10)	CoC Score (up to 10)	Scoring Notes
<p>Our Agency's Transitional Services branch is led by Toby O'Berry (IHYC Director/YSS Transitional Services Director, who has been with our agency for 6 years). Transitional Services are all services designed for transition age homeless or at-risk youth between the ages of 16-24. Within our YSS Transitional Services branch is our Housing Programs for homeless youth. This department is led by Kate Polush, a 15 year veteran of YSS. Ms. Polush reports directly to Mr. O'Berry and she supervises all housing services at YSS,</p>			

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<p>including our transitional living programs, the emergency bed program for transition age youth, and our rapid rehousing programs, such as this voluntary reallocation youth focused rapid rehousing program.</p> <p>Ms. Polush will be the lead person for this rapid rehousing program. Underneath Ms. Polush will be a YSS Youth Advocate. This person's role is to help each youth in this rapid rehousing program secure and retain permeant housing upon exiting our program. Case Management services are voluntary for our program and we have titled our frontline staff as "advocates" instead of case managers. YSS Youth Advocates help youth establish their own self-determined goals and then support youth in achieving them and advocate on their behalf.</p> <p>Mr. O'Berry, Ms. Polush, and the YSS Youth Advocate will hold weekly team meetings to discuss all program participants and how our agency can best support youth in our rapid rehousing program. All youth services and outcomes will be tracked in ServicePoint / HMIS. We have a current YSS employee in Mason City that would like to transition roles into this YSS Youth Advocate position if this voluntary reallocation is approved by the Balance of State CoC. Once the grant contract is signed we will be able to start bringing youth into the program as soon as possible.</p>	10		
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- 8 Explain the current homelessness need that this project proposes to address and why and how this particular project is likely to reduce or eliminate this need. Cite available data relevant to the community/ies to be served and to the identified need. Describe any resources currently addressing this need. How would this project be truly "new" in terms of the services provided and the population to be served?**
- For example, if the need addresses a particular subset of those experiencing/at risk of homelessness, (i.e. chronically homeless individuals), include information about the number of such individuals in the proposed service area. Indicate the number of units currently available for the population, the existing programs managing any such units and cite waiting lists if they exist. Describe the additional units this project would make available and your agency's ownership and/or relationship with ownership of the units. (10 points)**

<p>The Iowa Institute for Community Alliances reported that 68% of the homeless individuals in Iowa (11,890) lived outside of Polk County which is 'home' to 32% of all homeless Iowans (2016). These homeless individuals were served by emergency shelters and other housing services. YSS provides emergency shelter housing in Ames, Des Moines, and Mason City for homeless youth. YSS also provides a transitional living program with facilities in Ames, Boone, Des Moines, and Marshall Counties for homeless youth. YSS operates our Aftercare Program in Mason City for youth that age out of foster care. We serve 30 youth annually in Aftercare and all of them struggle with housing insecurity and are at risk-of or experience</p>	<p>Self-Score (up to 10) 10</p>	<p>CoC Score (up to 10)</p>	<p>Scoring Notes</p>
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<p>homelessness. These youth would be able to access this rapid rehousing program.</p> <p>There are no facilities or programs providing rapid re-housing (RRH) for single, homeless, transitional aged youth ages 18-24 in Cerro Gordo or in the surrounding counties. Further, there are no RRH specific to the transitional youth population in the North Center Iowa Coordinated Entry Region associated with Cerro Gordo and its surrounding counties. This youth focused rapid rehousing program is very much needed in this community and will be a new resource for transition age homeless youth to access for supportive services and permanent housing options. The type of housing that this youth focused rapid re-housing new program will utilize is 12 scattered-site, landlord owned, apartments with 1-year leases in each of the youth's name.</p> <p>Research indicates a need for this program in Cerro Gordo. Indicators of at-risk and/or homelessness includes the rural nature of the entire county with gaps for low-income services for, for example, dental, medical, and mental health services. The Free or Reduced-Price Lunch Eligibility (FRLP- a key indicator of low-income and community poverty) in 2016 in Cerro Gordo schools averaged 45.2% which was higher than the state at 41.8%. Child poverty in 2016 was also higher than the state average of 14.6% at 15.3%. Victims of Confirmed or Founded Abuse ages 5 or younger account for 52.1% of all victims of founded abuse ages 0-17 in Cerro Gordo while the Iowa average was 51.2%. Due to a combination of low wages and increases in housing, food, and utilities, families doubled up to reduce costs of housing (U.S Census, IA Dept. of Ed, IA-DHS, KidsCount).</p>			
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9 Financial Capacity: (2 points for yes; must attach letter)	Circle or enter:	Self-Score (0 or 2)	CoC Score (0 or 2)	Scoring Notes
Does your agency undergo annual audits by a CPA? Attach letter from your most recent audit.	Yes / No: YES	2		

10 Administration Costs: (2 points if 7.0% or less)	Self-Score (up to 2)	CoC Score (up to 2)	Scoring Notes
a) What percentage of the budget requested will be used as administrative costs, i.e., costs other than direct program expenses and salary/benefits of staff working directly on the project?	2		

b) Briefly describe your agency's financial staffing and capacity: (up to 5 points)

The eight person YSS financial department adheres to generally accepted accounting principles and maintains both a fiscal operations manual and a line-item budget justification reference book. Denman and Co. provides review of fiscal policies and procedures, and conducts the yearly audit of the agency. YSS has extensive experience in administering state and federal grants since its inception in 1976. Based on prior audits conducted by external CPA firms and the state auditor, the YSS fiscal department has proven to be adhering to generally accepted certified accounting principles and has accounted for all funds channeled through the agency. YSS maintains strong fiscal control to ensure financial solvency. Examples of fiscal controls are: 1) All checks over \$1,000 must be signed by two people, 2) Only five senior leadership team members, plus the CEO are authorized to sign checks, 3) The CEO, CFO, Controller, and the grants bookkeeper verify monthly funding requests before being submitted to funders, 4) The YSS Finance and Audit Committee reviews and approves monthly disbursements at each monthly committee meeting. The YSS Corporate board has overall fiduciary responsibility for the agency and reviews/approves/oversees agency financials.

Self Score (up to 5)	Self Score (up to 5)	Scoring Notes
5		

PROJECT DESIGN (23 points, questions 11-14)

11 Project Type: (10 points)	Self-Score (0 or 10)	CoC Score (0 or 10)	Scoring Notes
Mark one: <input type="checkbox"/> -Permanent supportive housing project that meet requirements of DedicatedPLUS xxxxxxxx or 100% dedicated for chronically homeless individuals and families (10 points) <input checked="" type="checkbox"/> [XX] Rapid re-housing project that serve individuals and families, including unaccompanied youth who meet the criteria outlined in HUD's 2018 NOFA (10 points) <input type="checkbox"/> -Hybrid Joint TH and PH-RRH component project (10 points) <input type="checkbox"/> -DV Bonus Rapid Re-Housing (10 points) xxx <input type="checkbox"/> -DV Bonus Joint TH-RRH Program (10 points)	10		

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- 12 Housing First: Will the project ensure participants are NOT terminated for the following reasons, as evidenced by a written termination policy attached to the application? (select all that apply) (5 points; MUST attach written termination policy for points)**

		Self-Score (up to 5)	CoC Score (up to 5)	Scoring Notes
Failure to participate in supportive services and/or failure to make progress on a service plan: (1 point if yes AND matches attached termination policy)	Circle or enter: YES Yes / No	5		
Loss of income or failure to improve income: (1 point if yes AND matches attached Termination Policy)	Circle or enter: YES Yes / No			
Active substance abuse: (1 point if yes AND matches attached termination policy)	Circle or enter: YES Yes / No			
Any other activity not covered in a lease agreement typically found in the project's geographic area: (1 point if yes AND matches attached termination policy)	Circle or enter: YES Yes / No			
and ensure that:				
Every effort is made to help participants transition to other housing options when continuation in this project is jeopardized or about to expire? (1 point if yes)	Circle or enter: YES Yes / No			

- 13 Supportive Services: Indicate how clients will be served.** (Up to 5 for a; 1 each for b-d)

	Self-Score (Up to 5)	Self-Score (Up to 5)	Scoring Notes
YSS currently operates a Youth Rapid Re-housing Program in Des Moines through the YSS Iowa Homeless Youth Programs (IHYC) in collaboration with the Polk County CoC. This voluntary reallocation project, the			

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YSS Youth Rapid Re-housing Program located in Mason City, will operate similarly to our Des Moines program and will be designed to provide safe housing for single youth age 18-24 that are in emergency shelter or on the streets. The core components of the youth focused rapid rehousing program to obtain permanent housing includes: 1) Quickly find housing for program participants using a Housing First approach (the Housing First Model is designed to help individuals quickly exit homelessness, return to housing in the community, and not become homeless again), 2) Provide move-in assistance, 3) Provide tenant based (12 months sliding scale rental assistance, and 4) Provide voluntary case management.

Participants will be placed in their own 1 bedroom or studio apartment and sign their own 1-year lease with a local landlord. We are starting to cultivate landlord relationships already in Mason City for this youth focused rapid rehousing program.

We will provide sliding rental support over a 12 month time-period. The length of stay will be determined by financial support required by each participant to be able to remain stably housed and live independently. The maximum length of stay is 12 months, but we hope the average length of stay for the program will be less than 12 months. **Sliding Rental Support - Time Period, Rent Support (\$625 maximum), Tenant (youth) Pays:** Months 1-5, 100%, 0%; Months 6-9, 75%, 25%; Months 10-11, 50%, 50%; Month 12, 25%, 75%; Month 13+ , 0%, 100%.

One fulltime employee (YSS Youth Advocate) will be utilized as the primary support system for the youth that access this “housing first” focused program. Our YSS Youth Advocate will connect youth to community resources and design a customized, youth led, plan to help them accomplish their unique life goals. Our staff will also help youth obtain vital documents and household items, assist with transportation support, and help them physically move into their own apartment. The YSS Youth Advocate will also visit with each youth inside their apartment once a month to do a life-skills maintenance check to see if youth need any help managing their apartment (i.e. cooking, cleaning, bathroom, maintenance).

Monthly budgeting will be taught to all program participants by local financial community members and will

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Money budgeting will be taught to all program participants by local financial community members and will be designed around each participant's financial goals and how they can accomplish them. A credit check will be performed on all participants and then together with staff we will work to improve their credit score while in the program.

We define a successful exit as a youth who no longer requires financial assistance to maintain their housing. We will meet the youth "where they are at" in life and help each youth achieve their self-determined goals with a collaborative "youth focused" approach. Employment is a significant determinate for housing retention in our program. Our Youth Advocate will be trained to help your work on employment soft skills, resume building, and interview training. When working with youth to secure employment we connect them to stable jobs that will help them gain access to a livable wage.

We will continue to provide voluntary follow-up staff support with youth for 12 months after they exit this rapid rehousing program. We will track successful discharge statistics and also look at recidivism rates during the 12 months after youth exit our program. If housing retention is jeopardized by youth behavior or actions, our staff will help them work to find other housing options in our community that meet their individualized needs.

14 Check below for each statement that is true for this project. (1 point for each "yes")

		Self-Score (up to 3)	CoC Score (up to 3)
b. At least semi-annual follow-ups will be conducted with participants after project exit to ensure and verify that mainstream benefits are received and renewed (and for RRH projects, to ensure and verify that housing stability is maintained).	Circle or enter: YES Yes / No	3	
c. Project participants will have access to SSI/SSDI technical assistance provided by the applicant, a sub-recipient, or partner agency.	Circle or enter: YES Yes / No		
d. Transportation assistance will be provided to clients to attend mainstream benefit appointments, employment training, or jobs.	Circle or enter: YES Yes / No		

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PROJECT EVALUATION PLAN (5 points, question 15)

15

Project Evaluation: (up to 5 points for a.; b-d for establishing baseline only)

<p>a. Number of participants to be served in project year.</p>	<p>Number: 12 youth</p>	<p>Self-Score (0 to 5)</p>	<p>CoC Score (0 to 5)</p>	<p>Scoring Notes</p>
<p>Justify estimated number, citing previous history and other relevant factors, including local homeless data.</p> <p>There are no facilities or programs providing rapid re-housing (RRH) for single, homeless, transitional aged youth ages 18-24 in Cerro Gordo or in the surrounding counties. Poverty, the lack of affordable housing, single parent households (particularly headed by females), low household income, ethnicity, and lack of sufficient low-cost medical and dental support are some of the key indicators leading to homelessness. The National Center on Family Homelessness in America states that one in every 30 children in the United States are homeless.</p> <p>In 2016, Cerro Gordo had an affordable housing shortfall of 63.7% compared to the state shortfall for affordable housing at 42.7%. This means that the availability of affordable housing relative to a community's low-income population was lacking leaving many individuals, families and youth vulnerable to homelessness (US News 2017).</p> <p>In 2015, 12% of the Cerro Gordo population of 43,254 lived in poverty with the largest demographic living in poverty as females age 18-24 (15.1%). The median household income in Cerro Gordo was \$45,012 with an average of \$49,094 for males and females at \$38,184 – the state average was \$52,716. Nearly 35% of all households were headed by single parents and of those, 63.1% were headed by females as head of household. Cerro Gordo County is predominantly rural and lacks sufficient services to provide low-cost dental (1 dentist per 65 people), medical/primary care (1 to 179), mental health services (1 provider to 213 in need of service). In addition, youth work for less than a living wage and dependent on state and federal supplements in food and rental assistance. The Free or Reduced-Price Lunch Eligibility (FRLP) in 2016 in Cerro Gordo schools averaged 45.2% which was higher than the state at 41.8%. The FRLP is a key indicator of low-income and community poverty. Child poverty in 2016 was also higher than the state average of 14.6% at 15.3%. Victims of Confirmed or Founded Abuse ages 5 or younger account for 52.1% of all victims of founded abuse ages 0-17 in Cerro Gordo while the Iowa average was 51.2%. Also due to a combination of low wages and increases in housing, food, and utilities, families doubled up to reduce costs of housing. (Data sources: U.S. Census Bureau, IA Department of Education, Suburbanstats of Cerro Gordo, IA State Data Center.)</p>		<p>5</p>		
<p>b. Estimate the percentage of all adult participants who increased <u>total income</u> (earned AND non-employment) from entry to exit:</p>	<p>85%</p>			
<p>c. Estimate the percentage of successful exits:</p>	<p>85%</p>			
<p>d. Percentage of all participant leavers who exit to shelter, streets or unknown:</p>	<p>15%</p>			

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BUDGET (14 points, question 16)

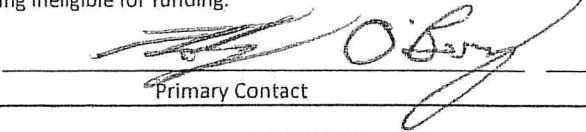
- Budget request:** Provide a summary budget for the proposed project. Include the amounts that will be requested in each relevant category, according to HUD's rules for the particular proposed project. Include the total budget request. Also include the amount that will be requested for administration, referencing #9 above. Use space below or attach separately. (14 points)

Budget Summary			Self Score (Up to 14)	CoC Score (Up to 14)	Scoring Notes
Supportive Services	\$	54,181	14		
Operations	\$	-			
Rental Assistance (12 apartments)	\$	69,375			
Admin (7% of overall grant budget)	\$	8,649			
Total	\$	132,205			
Supportive Services Budget Detail:					
Housing Coordinator 1 FTE @ \$52,000 with 10% time dedicated to this program		\$5,000			
Advocate/Case manager 1 FTE @ \$33,000 with Rapid Rehousing time being 100%		\$33,000			
Benefits @ 25% of salary		\$9,500			
Utility Deposit @ \$100 per unit x 12 units		\$1,200			
Deposit @ \$200 per unit x 12 units		\$2,400			
Travel Expenses (7,029 miles reimbursed @ .37/mile transporting program youth)		\$2,601			
Bus Passes (youth bus passes to get to work or school)		\$480			
Total Supportive Services		\$54,181			

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CERTIFICATION

I certify that to the best of my knowledge and belief, the responses provided above in this application are true, accurate and complete. I further understand that false or incomplete information may result in this application being ineligible for funding.


Primary Contact


Date

8/14/18

SUBMISSION CHECKLIST

Be sure you have:

- * completed a response and self-score for each item appropriate to your project
- * attached a copy of your termination policy
- * attach a copy of your most recent audit letter
- * attach an itemized budget (if not in text of application)
- * provided the appropriate signature on the CERTIFICATION box above (You may insert a signature electronically or print the page, sign and send as a scanned attachment.)
- * Indicate the agency/project name on each final page of the submitted application.
- * If applying for the DV Bonus, include the DV BONUS SUPPLEMENT application questions and responses in the application package.
- * submit as ONE PDF by 11:59 pm Wednesday August 15, 2018 to amber.lewis@iowa.gov.

1.2 Program Termination Policy:

Housing First Model of the project ensures participants **ARE NOT** terminated for any of the following reasons:

1. Loss of income, wage decrease or failure to improve income status
2. Poor credit history or lack of credit
3. Criminal history
4. Active substance abuse of any kind
5. Any activities that are not listed in a lease
6. Participant covered under the Violence Against Women Act * (VAWA).

VAWA provides protections for victims of domestic violence, dating violence, sexual assault, or stalking. Participants residing in a YSS programs may not be denied assistance, terminated from participation, or be evicted from housing because they're experiencing or have been a victim of domestic violence, dating violence, sexual assault, or stalking. Also, if the participant is or has been a victim of domestic violence, dating violence, sexual assault, or stalking by a member of the household or any guest, the participant may not be denied occupancy rights under YSS solely on the basis of criminal activity directly relating to that domestic violence, dating violence, sexual assault, or stalking.

Staff will ensure that every effort has been made to help all participants transition to safe and appropriate housing options when a participant is starting to jeopardize their stay or they're approaching the end of the program.

1.2. Organizational Structure

The agency Organizational Chart is located on the last page of this manual for reference.

1.3. Learning Organization

YSS strives to be a learning organization by adhering to an agency created vision: YSS strives to end homelessness amongst youth in the State of Iowa.

2. Program Description

Youth Rapid Re-housing services are for single youth age 18-24 that are in emergency shelter or on the streets. The program is a Housing First Model in order to quickly assist the youth to quickly gain stable housing while having access to ongoing voluntary case management. The youth will receive rent assistance on a sliding scale over a 12 month time period, as they work to obtain stable employment at a livable wage and achieve overall self-sufficiency.

YSS will work with property managers to acquire housing for participants as quickly as possible. Without the help of a youth focused rapid re-housing program, people experiencing homelessness may spend months identifying and viewing housing units, filling out applications, paying application fees, and interviewing for vacant units on their own, only to be screened out by landlords. Youth



INDEPENDENT AUDITOR'S REPORT

Board of Directors
Youth and Shelter Services, Inc. and
Youth and Shelter Services Foundation, Inc.
Ames, Iowa

Report on the Financial Statements

We have audited the accompanying financial statements of Youth and Shelter Services, Inc. and Youth and Shelter Services Foundation, Inc. (nonprofit organizations) (collectively referred to as the Organization), which comprise the consolidated statements of financial position as of June 30, 2017, and the related consolidated statements of activities and cash flows for the year then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Organization's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Youth and Shelter Services, Inc. and Youth and Shelter Services Foundation, Inc. as of June 30, 2017, and the changes in their net assets and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Supplementary and Other Information

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary information, including the accompanying schedule of expenditures of federal awards, as required by Title 2 *U.S. Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated May 29, 2018, on our consideration of Youth and Shelter Services, Inc. and Youth and Shelter Services Foundation, Inc.'s internal control over financial reporting and on our tests of their compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Youth and Shelter Services, Inc. and Youth and Shelter Services Foundation, Inc.'s internal control over financial reporting and compliance.

Other Matters

As part of our audit of the aforementioned 2017 financial statements, we also audited the adjustment described in Note 7 that was applied to restate the 2016 net assets. In our opinion, such adjustment was appropriate and has been properly applied. We were not engaged to audit, review, or apply any procedures to the 2016 financial statements of YSS and the Foundation other than with respect to the adjustment and, accordingly, we do not express an opinion or any other form of assurance on the 2016 financial statements as a whole.


DENMAN & COMPANY, LLP

West Des Moines, Iowa
May 29, 2018

Youth and Shelter Services, Inc. (YSS)
Youth Rapid Re-housing Program Manual

1. General

The YSS Youth Rapid Re-housing Program is a Housing First Model designed to help individuals quickly exit homelessness, return to housing in the community, and not become homeless again.

1.1. Program highlights:

The Youth and Shelter Services, Inc. (YSS) Youth Rapid Re-housing program is designed to provide safe housing for youth age 18-24 that are in emergency shelter or on the streets.

The core components of this youth focused rapid re-housing program are:

- A) Housing identification: The goal of this program is to quickly find housing for program participants using a Housing First approach. This approach assists individuals with permanent housing immediately, regardless of their tenancy barriers, such as lack of income, poor rental history, criminal history, disabilities, or other challenges that make it difficult to obtain housing.
- B) Move-in assistance: The Youth Advocate will assist participants in completing a Freestore request for items for their apartment. After filling out the Freestore request, a set date and time to pick the items up will be set. The participant is asked to arrange transportation for the items, and if they are unable to do so, we can utilize an agency van to assist. Freestore allows one trip to pick up the items during the set time. The participant is expected to have 1 or 2 individuals assisting with moving items into the vehicle transporting the items, and staff needs to be present as well.
- C) Tenant based rental assistance: The goal of rent assistance is to provide short-term help to households to pay for housing. Activities under this component may include paying for security deposits, move-in expenses, rent, utilities, arrears, and other costs that may help a participant obtain and sustain housing.
- D) Voluntary case management: The goal of voluntary case management is to help participants obtain and move into permanent housing, support participants to stabilize in housing, and connect them to community and mainstream services and supports that can enable them to build on their strengths and meet their needs.

1.2 Program Termination Policy:

Housing First Model of the project ensures participants **ARE NOT** terminated for any of the following reasons:

1. Loss of income, wage decrease or failure to improve income status
2. Poor credit history or lack of credit
3. Criminal history
4. Active substance abuse of any kind
5. Any activities that are not listed in a lease
6. Participant covered under the Violence Against Women Act * (VAWA).

VAWA provides protections for victims of domestic violence, dating violence, sexual assault, or stalking. Participants residing in a YSS programs may not be denied assistance, terminated from participation, or be evicted from housing because they're experiencing or have been a victim of domestic violence, dating violence, sexual assault, or stalking. Also, if the participant is or has been a victim of domestic violence, dating violence, sexual assault, or stalking by a member of the household or any guest, the participant may not be denied occupancy rights under YSS solely on the basis of criminal activity directly relating to that domestic violence, dating violence, sexual assault, or stalking.

Staff will ensure that every effort has been made to help all participants transition to safe and appropriate housing options when a participant is starting to jeopardize their stay or they're approaching the end of the program.

1.2. Organizational Structure

The agency Organizational Chart is located on the last page of this manual for reference.

1.3. Learning Organization

YSS strives to be a learning organization by adhering to an agency created vision: YSS strives to end homelessness amongst youth in the State of Iowa.

2. Program Description

Youth Rapid Re-housing services are for single youth age 18-24 that are in emergency shelter or on the streets. The program is a Housing First Model in order to quickly assist the youth to quickly gain stable housing while having access to ongoing voluntary case management. The youth will receive rent assistance on a sliding scale over a 12 month time period, as they work to obtain stable employment at a livable wage and achieve overall self-sufficiency.

YSS will work with property managers to acquire housing for participants as quickly as possible. Without the help of a youth focused rapid re-housing program, people experiencing homelessness may spend months identifying and viewing housing units, filling out applications, paying application fees, and interviewing for vacant units on their own, only to be screened out by landlords. Youth

Rapid Re-housing programs help to curtail or avoid this difficult experience by identifying and incentivizing landlord partners as well as negotiating leases on behalf of program participants.

Rental Assistance Breakdown: Participants within the program will receive rent assistance on a sliding fee scale. YSS will pay for the participant's application fee and deposit for their apartment. YSS will also pay 100% of the participant's first five month's rent, 75% of the participant's 6th, 7th, 8th, and 9th month (participant pays 25%), 50% of the participant's 10th and 11th month (participant pays 50%), 25% of the participant's 12th month (participant pays 75%), and 0% after the 12th month (participant pays 100%); thereby taking over all lease expenses in month 12. Participants will be responsible for paying all utilities required by the landlord.

Participants within the program will have the lease of the apartment in their name, and have access to voluntary case management to assist in living skills, budgeting, job searching, and being linked with community resources.

Community resource services: include accessing support and self-help groups, medical and dental facilities, mental health and chemical dependency services, leisure time and recreation services and other community services. It is the responsibility of the program to ensure that all parties are engaged and to locate and involve persons to translate when language is a barrier. Efforts to ensure this standard is met as well as problems encountered when attempting to locate translation services must be documented.

Assistance is provided in order to help the participant make sure that appointments are kept, their living environment is clean, and general behavior is socially responsible.

A monthly budget will be developed with all participants and will be reviewed as necessary to best help youth meet their individual, self-established goals. Participants are encouraged to save receipts to establish a more accurate budget and can be connected with a financial mentor if desired.

2.1. Eligibility Criteria

Youth Rapid Re-housing services are designed as a transition for older adolescents and young adults who need assistance with achieving self-sufficiency.

Eligibility requirements for the program are as follows:

- Individuals who are experiencing homelessness or are in emergency shelter
- Individuals ages 18 to 24 (single, unaccompanied youth)

The program does not exclude potential participants from services solely on the basis of their criminal behavior.

2.1.1. Additional Individual on Lease

Participants have the option of adding an additional person on to their lease if they choose to do so. The additional person will have to fill out an application, pay their application fee, and pass a background check with the property manager.

2.2. Services Provided

YSS Youth Rapid Re-housing services include helping individuals experiencing homelessness establish permanent housing based on their needs, preferences, and financial resources. The Youth Advocate is able to assist participants with issues that impede access to housing such as credit history, arrears, and legal issues. The Youth Advocate will be present during the lease agreement with the landlord to assist with any questions or issues that may arise. Staff will monitor participants' housing stability and be available to resolve crises that may occur. Staff will also provide or assist the household with connections to resources that help them improve their safety and well-being and achieve their long-term goals. This includes providing or ensuring that the household has access to resources related to benefits, employment, and community-based services (if needed and appropriate), so that they can sustain rent payments independently when rental assistance ends. The Youth Advocate will ensure that services provided are client-directed, respectful of individuals' right to self-determination, and voluntary. Case management is voluntary and participation in services is not required to receive rapid re-housing assistance. If a participant chooses to have case management, the Youth Advocate will schedule regular meeting times with the participant. Staff will facilitate the youth's access to important documents (SS card, driver's license, birth certificate, etc.) and assist in providing access to any eligible benefits.

2.3. Living Skills

Staff will provide living skills to participants to assist in problem solving and everyday living, such as budgeting, cleaning, cooking, etc. We will also have a class through Home Inc. available for participants that can assist them in several different living skills for independent living.

2.4. Laundry

Each youth is responsible for their laundry. Depending on which property the individual is living at, there may be a community laundry facility on site that they can pay to use. Also, if they are receiving case management, staff can transport the participant to one of the YSS facilities to do their laundry during a meeting time.

2.5. Education

The youth will not be discriminated against based on their educational background. The YSS Youth Advocate will assist youth wanting to complete their education by re-engaging the youth in high school and other educational opportunities, such as post-secondary education or trade school credentialing programs.

The YSS Youth Advocate is trained on all components and participant legal rights of the McKinney-Vento Homeless Assistance Act and helps program participants connect with their

local school of origin and set up transportation assistance as needed. The YSS Youth Advocate interacts with local school homelessness liaisons within all school districts in Polk County.

The YSS Youth Advocate is also trained on the law and practices of the Individuals with Disabilities Education Act (IDEA) and how to help program participants that need assistance on connecting with Head Start programs in our community.

2.6. Schedule of Operation

The YSS Youth Advocate is available during the work week by phone in case of emergency. If for some reason the Youth Advocate cannot be reached and there is an immediate apartment issue, the landlord or maintenance number provided should be contacted. If there are other emergencies, please call 911. It is strongly encouraged for youth to leave a message for the Youth Advocate, who will then respond if needed by the next work day.

2.7. Service Point

Case notes and services/referrals will be entered in Service Point for all participants. All intakes and discharges will also be completed on HMIS/Service Point. The admit date entered on Service Point will be the date the participant accepts the program, and the move-in date will be the date the participant moves into their apartment.

3. Admittance Policy - Referral and Intake Procedures

3.1. Referral

All youth must go through our communities Centralized Intake process at Primary Health Care (PHC) prior to entry into the program. Youth will be assessed using the TAY-VI-SPDAT which asks a series of questions to determine vulnerability and risk factors. This allows for PHC to prioritize all youth needing services to make sure youth are appropriate for this rapid rehousing program, but to also make sure the youth with the most need are served first.

After the centralized intake process, the youth will be referred to the Youth Rapid Re-housing program if appropriate. Centralized Entry points work with a prioritization list, and YSS will be actively involved with that list of individuals that need housing. Upon receipt of a possible referral, the Youth Advocate will obtain information regarding the potential participant's current living situation, presenting problem or reason for referral, legal eligibility (if applicable) and what, if any, emergency needs, including suicide risk if applicable, have to be addressed immediately.

3.2. Homeless Documentation and Verification

Prior to intake we need to document the main criteria for the program, homelessness. A letter stating where the night of stay was prior to entry, the source writing the letter, the date, amount of time homelessness, efforts made to obtain housing, and any other pertinent details

surrounding reason for homelessness and need for program. This letter should be written by a third party person and or agency. There should be other documentation such as eviction letters, demonstrating efforts to obtain housing whenever possible. A self-documented letter stating reason for homelessness can be provided if fleeing domestic violence and other circumstances as pre-approved by the Youth Advocate.

3.2.1. Participant Handbook

The program specific handbook is presented to the participant by YSS staff. The purpose of the handbook is to explain the program policies and procedures, eligibility, how to access services, costs of services, daily expectations, consumer rights, YSS participant grievance procedures, and other information pertinent to the program.

3.2.2. Releases

Releases necessary for the participant to sign are a part of the pre-entry materials. This is a good time for YSS staff to get all the necessary signatures and information needed such as medical, educational, etc. as appropriate. There is a release of information needed for the landlord of the property in which the participant will reside. There will be a release form that if the participant agrees to sign will allow staff to have a copy of the participant's apartment key for emergency maintenance issues, or for concerns of safety such as self-harm, suicidal ideation, involvement in a domestic/violent situation, or if there is a medical condition. Additional releases may be required for any new services that the participant may receive.

3.3. Intake

For intake to happen, the verification of homelessness must be obtained. It is recommended that the homeless verification be from a 3rd party, but if necessary can be written by the client. Once the individual has been accepted and all necessary paperwork received, the Youth Advocate will assist the participant to complete the tenant application for the property that is available for them.

3.3.1. Program Acceptance Expectations

After a referral is made, staff will attempt to find the participant. After 15 days from the first attempt of contact and the participant is unreachable, the participant should be marked as 'client did not show' on Service Point in Referral section, and send an email to Centralized Intake informing them and request for another referral.

Participants have 7 days to get enrolled in the program from the day that the youth advocate has contact with them. If a client disappears with no contact, the 15 days is still used. If a client disappears with no contact or the participant states they have self-resolved, mark on Service Point referral section 'client self-resolve' or 'client did not show.'

3.4. Participant Program Orientation

Upon admission into the program, the participant is given information about YSS including the services provided within the agency that will meet the participants' initial needs, the qualifications of staff to provide services, the ability to serve the participant, and information regarding outcomes performance. The participant will also be informed of any potential conflicts of interest, if applicable. The orientation process will identify the staff and the roles of each staff member, along with a reminder of program expectations, access to after-hour services, the code of ethics, confidentiality policy, and information regarding the follow-up program. The participant will also be informed of YSS's rights and responsibilities and the participant grievance procedures.

Participants will be given information regarding case management by the YSS Youth Advocate, and have the option to receive the assistance. YSS staff will assist the participant in determining if there are any emergency needs that need to be taken care of, i.e. food, clothing, etc.

3.4.1. Apartment Access Release Form

This form is to be signed by the participant, and it allows staff to have a copy of the participant's apartment key for maintenance issues, and safety concerns such as self-harm, suicidal ideation, involvement in a domestic/violent situation, or have a medical condition that can be life threatening. The form also allows access into the apartment if the participant has not responded to staff for two weeks or more.

3.4.2. Safety Checklist

There will be a safety checklist that staff fills out with participants that ensures they understand how appliances work within the apartment and check for any safety issues. Staff will conduct monthly safety inspections of every apartment, and will be sure to notify all participants at least 3 days prior to entering their apartment with their consent. These inspections will be the 3rd Tuesday of every month.

3.4.3. Utilities

Prior to the participant moving into the apartment, utilities need to be setup in the participant's name. Contacting MidAmerican Energy is required prior to a participant moving in so that the participant has electricity. Participants are asked to pay for their utilities, and if they are unable to do so, staff will assist with locating utility assistance.

3.5. Property Managers

All leases within the Rapid Rehousing Program need to be for one year. Month-to-month leases are not allowed. A current list of landlords can be found within the Rapid Rehousing Program network folder in the 'Current Landlords' folder.

3.5.1. HQS Inspection Form

After a date is set for an apartment to be move-in ready, a request to the City of Des Moines Neighborhood Inspector should be sent. This form is in the Youth Rapid Re-Housing Program network folder within the 'forms' folder, and is called 'Request for HQS Inspection.' This form is to be emailed to the current inspector that assists the program, and a date will be coordinated for the inspection. Staff should be present during the inspection. Upon completion of the inspection, the inspector will email the completed form that should be printed and put into the client's file. Participants are not allowed to reside within an apartment unless the inspection passes.

3.5.2. Rent Reasonableness Form

All properties are to have a HUD rent reasonableness form completed prior to the participant moving in to assure that the property the participant will be residing meets the Fair Market Rate. Within the Youth Rapid Re-Housing Program network folder is a folder 'Rent Reasonableness.' This folder contains instructions, examples, and the forms needed to complete the rent reasonableness form. Once the form is completed, it needs to be sent to the Program Director for review.

4. Discharge

4.1. Readmission Policy

If a participant is discharged from the Youth Rapid Re-housing Program, the participant is not eligible to re-enter the program until 12 months from their last financial assistance.

5. Personnel

5.1. Role Definitions and Duties

5.1.1. Youth Advocate

The YSS Youth Rapid Re-housing Youth Advocate provides housing support, community advocacy, and voluntary case management services. The Youth Rapid Re-housing Youth Advocate will provide intensive one-on-one supportive services to individuals that meet the requirements of the program. The typical caseload will consist of 12-18 participants. The Youth Advocate duties include admission of participants into the program, informal and formal assessment of supportive self-sufficiency needs, assisting participants in individualized goal setting, providing program orientation to participants, and enabling them to become self-sufficient through permanency in their own housing. In addition, the Youth Advocate will provide crisis intervention, collaborate with community partners when helping youth become successful adults, make referrals to appropriate agencies/individuals for services as needed, and strengthen existing landlord relationships. The duties are performed both in a general office environment and in the community where participants reside, specifically in their apartments.

5.2. Staff Training

Services are provided by personnel with appropriate qualifications. YSS staff meets all necessary legal and licensing credentials. YSS job descriptions indicate the educational and competency requirements for each position. Hiring mandatory requirements will be determined by YSS. YSS completes criminal background checks and child abuse checks on all potential staff.

Staff will receive an initial 40 hours of basic job specific training prior to taking full responsibility for job duties. In addition, within the first 6 months all employees will receive mandatory reporter training as required by law. Within 60 days staff will receive new employee individual orientation by the program office to receive information which deals with personnel issues, payroll, benefits, etc. Staff will also undergo an additional overall orientation about all YSS programs and activities as well as practices, mission, philosophy, etc. YSS will conduct monthly trainings in the program office to cover pertinent topics useful in the day to day operations of the programs such as drug abuse, dealing with self-harming behaviors etc. All staff are highly encouraged to attend these trainings. It is required that all staff receive at least 24 hours of training during the first year of employment and 12 hours of training every year thereafter.

There are other required trainings offered inner agency that must be completed within the first year of employment. Those trainings are the following:

- Trauma Informed Care
- First day of MANDT
- Mental Health First Aid
- SOAR (SSI/SSDI Outreach, Access, and Recovery)
- CPR/First Aid

5.3. Employee Supervision and Case Consultation

The agency has supervision requirements outlined in the Agency Policies and Procedures Manual (Administrative Directive 52.6). Those expectations state that supervision is to occur with all full time staff at least one hour every month. This supervision will be face to face with the employee's immediate supervisor. When applicable, ongoing supervision with direct service personnel will address: appropriateness of service intervention, service effectiveness, feedback, accuracy of assessment and referral skills, and issues of ethics and boundaries. All supervision sessions are to be properly documented.

5.4. Maintaining Files/Contents

All files will contain materials as set forth in YSS policy but will contain, at a minimum, information including:

- Date of Admission
- Emergency contacts
- Individual coordinating services

- Information on primary care physician if applicable
- Health care information
- Assessment
- Release of information forms
- Documentation of referrals while in the program
- Required proof of homelessness documentation

5.5. Closing Files

Consumer Satisfaction Surveys:

In accordance with AD 36.2, satisfaction surveys will be filled out by participants discharging from the program if possible. Staff will assist the participant with filling out the form if necessary. The forms will then be sealed without staff observing the contents and forwarded to the YSS business office. If participants are not comfortable with the assistance, staff will give them the survey to take along with instructions on how to fill out and a self-addressed stamped envelope to be forwarded to the business office. Participants can also access the surveys on a secure website. The satisfaction surveys are an important part of the YSS quality improvement program. Assessing how our consumers feel about YSS services helps improve the service or validates the service.

Follow up:

We will continue to provide voluntary follow-up staff support with youth for 12 months after they exit this rapid rehousing program. Youth can access our YSS Youth Advocate for support as needed during this time and also for us to make sure youth are still connected with mainstream benefits. We will track successful discharge statistics and also look at recidivism rates during the 12 months after youth exit our program.

5.5.1. Suicide Assessment/Intervention Policies

The purpose of this policy is to provide guidelines and procedures for YSS to effectively detect, prevent, and manage suicidal and self-harming behavior in participants. It is the responsibility of all staff to be aware of the potential for suicide with youth and to respond appropriately to any verbalization of suicide ideation, behavioral indicators or suicidal gestures by participants. When any staff member observes or discovers a youth's behavior that may indicate potential suicide, YSS is responsible for assuring that appropriate measures are taken to assure the safety of the participant. Timeliness is an important factor.

It is imperative at all locations to treat any incidents involving a participant who is exhibiting signs of self-injury/mutilation and/or suicide ideations as seriously as possible. It is the responsibility of all staff to be aware of the potential for self-injury/mutilation and suicide with participants and to respond appropriately to any verbal or behavioral indicators. This section of the manual is not an attempt to address all levels of self-harming or suicidal ideations. Staff should consult AD 52.35 for more in depth information concerning various levels of risk and the indicators and intervention strategies associated with each. This

manual is intended to make staff aware of the seriousness of this subject and to make certain that all incidences of this nature are dealt with accordingly. The intent of this section of the manual is to ensure that unless no other options are available YSS staff should not make any decisions about serious self-harming activities without the input of a qualified mental health professional that will assess, treat and provide follow up advice for the care of the individual in question. At every step of the way, supervisors should be kept informed of the process. Incident reports will be completed as necessary and appropriate.

If information is received while completing the Self Injury/ Mutilation section of the YSS assessment or during initiation of services that indicates the participant is currently contemplating suicide, immediately refer participant to a mental health professional/ psychiatric unit for observation. Staff must assist with arranging transportation as necessary and appropriate. Even if the participant indicates there have been attempts or thought about self-harming behaviors in the past, but is not contemplating hurting themselves at the present time, suggest seeking assistance from a mental health professional or a local hospital psychiatric unit. If the participant is in agreement with the assistance a safety plan will be completed.

If admitted to the Youth Rapid Re-housing Program, a safety plan will be developed at intake as indicated in Admin Directive 52.35. Staff should consult with and obtain the input of the local mental health referral source or local medical psychiatric unit to provide as much support to the participant as possible. The safety plan will include coping strategies, appropriate resources available, emergency phone numbers and specific steps to take in the event risk factors indicate imminent danger to the participant. The safety plan will outline who is responsible for completing these steps. Other information may be added when the plan is reviewed by the local mental health professional. Please refer to Admin Directive 52.35 for additional guidelines of reviewing and revising the safety plan.

Self-Harm/Mutilation/Suicide information should also be documented at intake using the Participant information form and above procedures followed as required.

These procedures should also be followed during increased risk periods as outlined in AD 52.35. This includes any time a participant verbalizes the intent to self-harm while in the program. This information may be the result of the participant alerting staff or information obtained from the landlord or other third party who has knowledge of a possible self-harming act that may occur. At the initiation of services and at any point subsequent to the termination of services, if a participant has admitted to having self-harm/suicide ideation, either past or current, a risk assessment involving a standard set of questions designed to assist in determining the level of self-harming behaviors will be used to help determine the level of risk. This assessment is a guideline and is not intended to circumvent the procedures outlined above.

In the event the participant reports serious self-harming behavior and refuses outside assistance, staff should immediately contact mobile crisis via the police. If the participant returns back to their residence, staff needs to follow up with completing a CNSL assessment with the participant.

5.5.2. Self-Injury Behaviors

This includes self-piercing, carving, cutting, scratching, burning skin, or any other self-inflicted injury. If a participant takes prescription medications that have not been prescribed to them by a doctor or the participant abuses prescription or over the counter medicines, they are also considered to be engaging in self-injury/mutilating behaviors. If they engage in these behaviors, it is our hope that through meeting with YSS staff, they will learn healthier coping skills. We realize that self-injury/self-mutilating behaviors are not necessarily a suicide attempt. However, we need to make sure we provide a safe living environment. If the participant does engage in self-injury/mutilating behaviors, we will encourage them to be open and honest with us so we can ensure their safety. Keeping them safe and avoiding any self-injury from getting infected is our main priority.

Depending on the circumstances, YSS staff may refer the participant to a counselor or the hospital for an evaluation. If the participant already has a counselor, we will encourage them to be open and honest. We will also communicate with counselors of our participants.

5.5.3. Medical Commitment Procedures

If an emergency arises that is serious enough to consider a hospitalization in a psychiatric unit of a hospital, staff is to notify the supervisor to discuss and to describe the behaviors the participant is experiencing.

These may include but are not limited to the following:

- delusional or psychotic episodes
- serious self-destructive behavior
- attempted suicide or serious lethality
- extreme out-of-control behavior
- bizarre actions at the point of being unmanageable and without reason
- physical violence or aggression that is directed toward others that is causing imminent danger and is unable to be restrained

Procedure:

Staff will refer to YSS AD 52.35 Self Harm/ Mutilation/ Suicide Section IV, for information on Medical/Psychiatric commitment procedures.

5.5.4. Medical Emergency

Staff is required to use the utmost care in regard to safety and medical care of participants. Established policies and procedures are designed to ensure participant health and safety. When applicable, YSS direct care staff are trained in basic first aid and CPR.

Life threatening injuries or illnesses includes any injury or illness that could potentially cause death without medical treatment, i.e. heart attack, drowning, poisoning, breathing problems, and severe bleeding.

Non-threatening injuries or illnesses are those that warrant medical attention or treatment but will not cause potential death within a short time period, i.e. sprains, minor falls, broken bones, ear infections, etc.

Procedure:

1. In case of a life threatening injury/illness, the hospital should be notified to seek their assistance. The participant should be transported by staff, ambulance or other appropriate means directly to the closest emergency room of a hospital. Appropriate supervisor/on call worker should be notified.
2. Complete a General Incident Report, noting appropriate notifications as required.

6. Policies and Procedures

6.1. Participant Rights

Each participant receives a participant handbook, which includes a listing of participant rights and the Notice of Privacy Practices (as required by HIPAA). These are not privileges or negotiable items; they are mandated legal rights of the youth we serve. Staff should familiarize themselves with all consumer rights to ensure enforcement. YSS staff is responsible for going through the handbook at the assessment or intake with the participant. These rights include religious practices as outlined in AD 52.15.

6.2. Staff-Client Boundaries and Confidentiality

6.2.1. Contact with Current Participants

Staff have a therapeutic and professional relationship with participants. Staff should always be aware and take care to provide only appropriate adult role modeling behaviors at all times. Staff are not “friends”, they provide professional services for the welfare of the participant. Any staff having outside of work personal contact with a current or former participant must be cleared in advance with the Program Director and must have clear therapeutic value to the participant. YSS discourages divulging personal information, addresses and phone numbers of staff members to participants.

Under no circumstances is it appropriate or allowable for staff members to take a participant overnight or to their homes.

6.2.2. Physical Contact Between Staff and Participants

Hugging and kissing between staff and participants is strictly prohibited.

As a caretaker, staff must not allow their fondness for a participant to move into such adult attraction or sexual contact. A therapeutic touch can be used with caution. It is defined as a physical, familial, non-sexual display of caring, support and empathy for the feelings of the individual being touched.

Particular care shall be taken in determining the choice and nature of the touch between staff and participants. Staff needs to be alert to the participant's distinct social history, past, and present emotional state (i.e., participants with a physical and/or sexual abuse history, or under extreme emotional distress). Touch can be misinterpreted or misconstrued by the participant to mean something other than for what it was given.

The Youth Rapid Re-housing staff will call 911 in the event of incidents involving aggressive or harmful behavior directed toward self and/or others. Under no circumstances will chemical or physical restraints be administered by staff to any participant.

6.2.3. Contact with Former Participants

When participants leave our program, it is imperative that staff remain professional in their dealings with them. Any correspondence or contact from former participants is to be documented on the Follow-Up form in the participants file. Ongoing contact should not be initiated by staff members.

Most of the time these contacts are of a casual nature. Staff is encouraged to elicit information from former participants regarding name changes, addresses and phone numbers, what service(s) they were involved in and when, so we can keep our participant records up to date and add them on our mailing lists. It is nice to be able to track participants after they have left YSS and to see if YSS had a positive influence on their lives. Occasionally, we ask for endorsements from former participants and being able to contact them is essential.

Any information regarding former participants should be forwarded to the supervisor, and current addresses and telephone numbers to the quality improvement

6.2.4. Confidentiality

Confidentiality will be protected for all participants unless: a release of information is signed by the participant; the courts order information to be shared; YSS staff has knowledge of or are concerned the participant is in danger of harming themselves or another; or YSS has knowledge of or suspects child abuse. Signed releases of information will be kept on file authorizing the sharing of information. Likewise, any information gained about other participants through group meetings or while simply living in the program cannot be shared with anyone else. If this is a problem, it will be addressed by YSS staff immediately. All

information shared with YSS staff will be kept confidential among staff and will not be shared with anyone either in the program or outside the program unless permission is given. Each YSS staff reserves the right to consult with other YSS staff regarding participants. We ask participants to respect the other participants' rights to confidentiality with people outside of the program. This means that participants shall not tell friends, family members, or other community members who is in the program or any identifying information regarding other participants. This will be addressed with individual participants by staff. These concerns are not considered a breach of confidentiality.

6.3. Gift-Giving/Receiving

The professional staff-client relationship prevents individual staff members from giving personal notes, gifts or items to participants in the program. Staff may decide to give gifts to all clients without discrimination or exclusion. Additionally, individual staff should not accept personal gifts from participants

6.4. Incident Reports

When critical or minor incidents or accidents occur, an accurate, documented record is required within 24 hours of the incident occurring. This documentation is necessary for participant, staff and agency protection. These documents are used to accurately recall details of events. The appropriate Director/designee reviews all Incident Reports within 48 hours and takes further action as required/necessary to monitor for safety issues and negative practice patterns.

By agency definition, an incident or accident is any event out of the ordinary routine of programming that has potentially negative ramifications for the client, visitor, staff, family member, or agency. A General Incident Report must be filled out by YSS staff whenever the following occur:

Critical Incident – a serious event that is out of the ordinary routine of programming and has potentially serious, negative ramifications for the client/participant, family member, visitor, staff, intern, volunteer, or the agency. Examples of incidents which would require documentation on an Incident Report include, but are not limited to, the following:

Client:

1. Child Protected Services – abuse/neglect (non-staff) (Suspected Child Abuse Report to DHS)
2. Child Protected Services – abuse/neglect (staff) (Suspected Child Abuse Report to DHS)
3. Client/Participant injury- self mutilation/self-assault
4. Client/Participant/Caregiver/Family member death
5. Diagnosed Communicable disease/Infection control/Bio-hazardous accidents
6. Elopement/runaway (Missing Persons Report filed in local jurisdiction, when applicable)
7. Law enforcement/Legal intervention

8. Medication error resulting in physician care
9. Medical/health issues resulting in physician care
10. Mental health issue resulting in hospitalization (admitted)
11. Removal/unplanned discharge from program against staff advice
12. Suicidal Ideation (threatening suicide)
13. Suicide or attempted suicide (action taken)
14. Unauthorized use or possession of licit or illicit substances
15. Unauthorized use or possession of weapons
16. Use of physical intervention defined by MANDT System® (additional report required)
17. Victim of violence/aggression/sexual abuse
18. Violence or aggression (towards person)

General incident:

1. Fire/other natural disasters
2. Property damage
3. Safety/Security
4. Visitor accident/injury

Employee Incidents:

1. Incidents involving staff injury
2. Policy violation
3. Vehicular accidents involving staff/YSS vehicles

Minor Incident - an event which increases risk and without administrative oversight could have negative ramifications for the client/participant, family member, visitor, staff, intern, volunteer, or the agency.

Client Minor Incidents

1. Medication error (late, missed, wrong)
2. Client/Participant injury-accidental (no physician intervention)
3. Violence or aggression towards property

Procedures:

1. Secure medical care, if necessary, or otherwise secure the safety of client/participant.
2. Make immediate notifications to appropriate supervisory staff or their designee. All critical incidents of restraint, sexual abuse will be verbally reported to the CEO or designee within eight hours by the supervisory staff/designee. Life threatening incidents or deaths will be reported immediately to the CEO. The CEO will notify the Executive Committee immediately in the event of a client/participant death.
3. The client's Youth Advocate will be notified within 24 hours of the incident. If staff, interns, and/or volunteers on duty at time of incident are unable to complete the notification process before the end of their shift, staff on next shift will assume responsibility to continue/complete.

4. If incident requires filing an insurance claim with YSS insurance company (including workers compensation claims for staff), then staff/intern/volunteer involved will report the incident directly to their supervisor and the HR Manager immediately.
5. Staff, interns, and/or volunteers involved or knowledgeable of the incident will complete the general and notification sections of Incident Report and notify the supervisory staff/designee that the report is complete within one business day.
6. If an incident involves more than one client/participant, separate incident reports are required for each client/participant.
7. If this is a restraint, the staff must also complete the additional MANDT restraint report.
8. For home- and community-based habilitation services, a copy of the report will also go to the member's Medicaid targeted case manager and the department's Bureau of Long-Term Care/Department's Quality Assurance staff within 24 hours of all critical incidents.
9. For all Magellan clients all critical incidents must be documented on a Magellan Behavioral Care of Iowa, Iowa Plan Critical Incident Report and faxed to the Magellan Quality Improvement Department within 24 hours.
10. The supervisory staff/designee will complete the debriefing section of the Incident Report, documenting supervisor/staff initial and follow up debriefing of the incident. If applicable, the supervisory staff/designee will also document the review of this incident in staff meeting.
11. The supervisory staff/designee will complete the supervisory review within one business day of receiving the report.
12. The supervisory staff/designee will review, in collaboration with the staff and the Quality Improvement Manager/designee, each Critical Incident Report and corresponding client files, and document the findings and action taken within 5 business days of the incident. This file review insures that client needs are met and that the risk for further incident is minimized. The supervisory staff/designee is responsible for corrective action such as training, disciplinary action, policy review, etc. Critical Incidents and the corresponding files will be reviewed in Essentials.
13. The Incident Report will be filed in the corresponding client's/participant's file including all attachments, such as Suspected Child Abuse form, Missing Person Report, police statement, referral, etc.
14. Each branch/program will conduct routine risk management reviews of all incidents to determine corrective action.
15. Minor Incidents will be documented and staff will forward a copy of the Minor Incident Report to the Quality Improvement Manager within five working days of the incident. Minor Incidents are reviewed quarterly by Quality Improvement Team.
16. The Quality Improvement Manager will track the incidents for each branch/program and compute totals for each category. The totals will be made available to the supervisory staff/designee quarterly for further review.

For more information regarding specific incidents, please see the following Administrative Directives:

- Administrative Directive 33.1 - YSS Personnel Policy on Sexual Harassment; Workers Compensation

- Administrative Directive 33.14 - Reporting of Child Abuse
- Administrative Directive 37.2 - Emergency Preparedness Plan
- Administrative Directive 52.1 – Confidentiality and Maintenance of Records
- Administrative Directive 52.8 - Client Violation of the Law Policy
- Administrative Directive 52.10 - Tobacco
- Administrative Directive 52.16 - Client/Participant Discipline Policy
- Administrative Directive 52.22 - Gun/Pistol/Rifle/Deadly Weapons Policy
- Administrative Directive 52.24 - Medication Administration
- Administrative Directive 52.35 - Self Injury/Mutilation and Suicide Indicators and Intervention Policy

It is better, when in doubt, to fill out a report. Staff are to fill out the form completely and follow appropriate procedures for the incident, including making and documenting appropriate notifications. Fill out a report on each qualifying participant involved in the incident. These reports are confidential documents and can be subpoenaed into court.

Staff, interns and/or volunteers will complete the general and notification sections of the incident report and submit to the Director or designee within 24 hours. The director/designee will complete the supervisory section within 24 hours of receiving the report.

(See YSS Administrative Directive 52.21 Incident Reporting, for further information on proper reporting and action step procedures to follow)

6.5. Non-Physical Crisis Intervention

Intervention strategies in a crisis situation need to result in a therapeutic (non-traumatic) resolution. The vast majority of incidents involving aggressive or harmful behavior directed toward self and/or others are solved without the use of physical intervention. Staff always seek to resolve such incidents by first implementing a progressive hierarchy of non-physical intervention steps. In responding to an explosive situation, confrontational interventions are meant to be challenging, not attacking, provoking or offensive. The most effective interventions are attempts to redirect a resident without getting into a “win-lose” power struggle. The goal in crisis intervention is to provide direct care, treatment, safety and security for the clients. It is through the staff’s supportive, calm and respectful response that facilitates a more positive therapeutic outcome.

1. To be proactive, foresee and prepare for effective responses to crisis situations.
 1. Make your presence known. This is done by being alert and aware and by taking action when needed.
 2. Understand and follow policies and procedures for discipline and control in your apartment/facility. **Corporal punishment is NEVER permitted.**
 3. Keep keys on your person at ALL times and personally lock and unlock doors.
 4. Know without a doubt your exact population count and location of each resident at all times.

5. If trained follow Mandt System® verbal de-escalation procedures or other methods regarding de-escalation and diffusing explosive situations. This does not include physical intervention.
 6. Avoid handling any emergency beyond what you believe you can maintain. Know your limitations.
2. Moderate reaction to the developing crisis by not overreacting or under-reacting to the participant's situation:
1. Remain calm and retain order and maintain control of the residents during unusual, potentially explosive or emergency situations.
 2. Do not take any action or make any statements that could incite, encourage or condone any disruptive or negative behavior.
 3. Choose your "battles" carefully and do not allow your participant to dictate your behavior and response.
 4. When confronting a participant:
 - Remain calm, using a neutral tone of voice and facial expression
 - A "matter of fact" presentation of behavioral guidelines for a client who is defensive is helpful. Calmly present consequences both for positive choices and negative choices and how the staff will intervene. Make sure you set clear and concise limits. The limits should be significant to the participant involved, i.e. reasonable, truthful and enforceable.
 - Make the participant responsible for decisions made and recognize that you cannot make a participant do anything.
 - Follow through on consequences as stated, so as to build trust and credibility. This means that it is essential that you think through your consequences (positive for appropriate choice, negative for inappropriate choice) before you respond. Avoid making threats.
 - Be verbally assertive without rejecting or condemning the participant. Take the role of supportive staff, not critical staff.
 - Match your para-verbals (rate, volume, tone of speech) with the message you are trying to convey with your words.
 - Make sure your nonverbal messages convey respect and calm. In other words, watch your body space and body language.
 - Maintain casual eye contact
 - Stand 3-5 feet away from the client
 - Stand at an L shaped angle from the client
 - Utilize blocking and non-physical escorting when appropriate and according to Mandt System® or other intervention procedures
 - Allow for an "escape route" for the participant and staff
 - Respect the participant's need for personal space
 - Try to determine the meaning behind misbehavior by active listening, by watching nonverbal behaviors, and/or by determining the precipitating factors.
 - Offer an alternative way for the participant to express and/or release troublesome behaviors; avoid "win-lose" power struggles with the residents. Remember that staff are the one with the maturity to know when to back off and

when to apply pressure. Reducing the number of power struggles is an important element in the effective supervision of youth. By giving a participant choices or alternatives within the limits you have a better chance of staying out of “win-lose” battles.

7. Summary

As staff, the primary objective is to assist participants with structure and guidance to help them learn to function within society’s framework of boundaries. The role of the YSS Youth Rapid Re-housing staff is to teach individuals to reach the goal of self-discipline, taking responsibility for their own actions and not imposing on the rights of others.

The methods of accomplishing this task are varied, but should be fit into the overall programming and goals of the individual. Care should be taken not to punish in retaliation or anger, and thus, fall into the realm of abuse or humiliation. These limits are for the purpose of check and balance system, and agency responsibility to the protection of the individuals we serve.

Organizational Chart 2018
Iowa Homeless Youth Centers

